



# ABP Policy Manual

---

Last reviewed in its entirety and approved on December 18, 2024

# Table of Contents

|   |          |
|---|----------|
| <b>Part 1 – Terms and Abbreviations</b>                         | <b>4</b> |
| <b>Part 2 – Policy and Priorities</b>                           | <b>5</b> |
| Interactions with Other Organizations .....                     | 5        |
| Revenue Recognition and Financial Policy.....                   | 6        |
| Service Charge Refund Policy .....                              | 6        |
| Business Risk Management Program Policy .....                   | 6        |
| Environmental Policy .....                                      | 7        |
| Land .....  | 7        |
| Resource Extraction.....  | 7        |
| Crown Land Grazing Dispositions .....                           | 7        |
| Off Highway Vehicles on Road Allowances .....                   | 9        |
| Water .....   | 9        |
| Wildlife.....   | 10       |
| Agricultural Plastics .....                                     | 11       |
| Ecological Goods and Services – Private Land Conservation ..... | 12       |
| Research Policy.....  | 13       |
| Marketing and Education Policy .....                            | 13       |
| Plant Based Protein Policy .....                                | 14       |
| Disease Outbreaks Policy .....                                  | 14       |
| Welfare – Transportation of Livestock Policy .....              | 14       |
| Welfare – Pollutants Policy .....                               | 15       |
| Welfare – Animal Care Regulations Policy.....                   | 15       |
| Veterinary Shortage Policy.....                                 | 15       |
| Animal Health Products Policy.....                              | 15       |
| Regulatory Burden Policy.....                                   | 16       |
| Traceability and Age Verification Policy.....                   | 16       |
| Biofuels and Bio Energy Policy .....                            | 17       |
| Trade Disruption and Dispute Policy.....                        | 17       |
| Organization Wrap-Up Policy .....                               | 18       |
| Rural Security Policy .....                                     | 18       |
| Domestic Trade Policy.....                                      | 18       |
| International Trade Policy.....                                 | 18       |
| Specified Risk Material Policy.....                             | 19       |
| Access to Labour Policy.....                                    | 19       |
| Market Transparency.....  | 19       |
| Beef Processing .....   | 19       |

|   |           |
|---|-----------|
| <b>Part 3 – Governance Process</b>              | <b>20</b> |
| Global Governance Process .....                 | 20        |
| Governing Style .....                           | 20        |
| Focus of Board .....                            | 21        |
| Role of Chair .....                             | 22        |
| Board Travel and Expenses .....                 | 24        |
| Board Committee Principles.....                 | 24        |
| Board Committee Structure.....                  | 25        |
| Board Committee Expenses.....                   | 26        |
| Code of Conduct .....                           | 26        |
| Investment in Governance.....                   | 26        |
| Policy Updates.....                             | 28        |
| <b>Part 4 – Board Management Delegation</b>     | <b>29</b> |
| Global Board – GM Relationship .....            | 29        |
| Unity of Control.....                           | 29        |
| Accountability of the GM.....                   | 29        |
| Delegation to the GM .....                      | 30        |
| Monitoring and Observing Performance of GM..... | 31        |
| Fiscal Accountability .....                     | 32        |
| Protection of Assets .....                      | 32        |
| Staff Resources .....                           | 32        |
| Personnel Policies and Procedures.....          | 33        |
| Reporting and Communications .....              | 33        |
| Information Transfer (IT) .....                 | 33        |
| Compliance.....                                 | 33        |
| <b>Part 5 – Executive Limitations Policy</b>    | <b>34</b> |
| Global Executive Limitations.....               | 34        |
| Strategic Plan and Operations.....              | 34        |
| Financial Operations.....                       | 34        |
| Fiscal Accountability .....                     | 34        |
| Internal Communication .....                    | 34        |
| Emergency Executive Director Succession.....    | 34        |
| <b>Appendix 1</b>                               | <b>35</b> |
| <b>Appendix 2</b>                               | <b>35</b> |
| <b>Appendix 3</b>                               | <b>35</b> |

## Part 1 – Terms and Abbreviations

---

### **1(1)** In this policy manual,

- (a) “Board” means the elected Board of Directors for Alberta Beef Producers
- (b) “Board Committee” means a committee delegated by the Board of Directors
- (c) “Chair” means the elected official who leads Alberta Beef Producers’ meetings and the organization.
- (d) “Executive” means the elected officials making up the leadership team, including the Chair, the Vice Chair, and the Finance Chair.
- (e) “GM” means the General Manager of Alberta Beef Producers
- (f) “industry” means all members of the beef production supply chain
- (g) “Management” means General Manager and the staff designate for specific roles.
- (h) “Organization” means Alberta Beef Producers
- (i) “Staff” means employees of Alberta Beef Producers reporting to the General Manager

## Part 2 – Policy and Priorities

---

### **Interactions with Other Organizations**

- 1(1)** ABP will work collaboratively with other organizations of common interest while pursuing solutions to industry issues consistent with ABP’s mission and vision. There are two (2) distinct types of organizations that may be engaged:

**Approved: April 21, 2016**

### **(2)** NGO Membership Organizations

- (a) Organizations or groups in which ABP is a member and as an organization pays a membership fee or levy. Including, but not limited to, the organizations listed in Appendix 1.
- (b) Individual zones may purchase membership in a local NGO, such as a Local Chamber of Commerce, as long as,
  - (i) the purchase of the membership achieves ABP’s mission and objective,
  - (ii) the purchase has the consensus of sitting delegates,
  - (iii) the purchase was reported to the Board of Directors, and,
  - (iv) a non-voting or associate membership is determined not available.

**Approved: April 21, 2016**

### **(3)** NGOs Non-Membership Organizations

- (a) Organizations or groups with which ABP works, but as an organization does not pay a membership or levy. Including, but not limited to, the organizations listed in Appendix 2.

**Approved: April 21, 2016**

### **(4)** Government Groups or Organizations

- (a) Advisory groups and Crown Corporations that ABP works with to better regulatory frameworks, research, program development, or issues management. Including, but not limited to, the organizations listed in Appendix 3.

**Approved: April 21, 2016**

---

## Revenue Recognition and Financial Policy

- 2(1)** The service charge revenue collected in one year, less refunds, will be used to provide funding for the operations of ABP during the following year.

**Approved: July 10, 2014**

- (2)** ABP shall continually assess the value offered to producers by programs funded by check-off dollars and communicate those benefits to producers.

**Approved: November 22, 2023**

## Service Charge Refund Policy

- 3(1)** Refunds of service charge will be processed with appropriate documentation at prescribed times of the year.

**Approved: July 10, 2014**

- (2)** Any refund requests that do not provide appropriate documentation or fail to meet the deadline for filing will be rejected.

**Approved: July 10, 2014**

- (3)** Any information regarding service charge refunds will be kept confidential, except to the individuals directly involved with administering refund requests.

**Approved: November 22, 2023**

## Business Risk Management Program Policy

- 4(1)** ABP shall support programming that facilitates risk management for all types of producers, including, but not limited to, programs for

- (a) Price Risk that is permanently available to producers year around,
- (b) Margin Risk that successfully protects producers against shifts in actual margin,
- (c) Production Risk, including calf mortality or unforeseen losses, and
- (d) Disasters, including environmental and disease-related emergencies, and that can be expected to reliably trigger in extreme scenarios.

**Approved: November 22, 2023**

---

## Environmental Policy

- 5(1)** In order to protect beef producers' access to essential land and water resources, ABP will endeavor to continuously build consumer acceptance and public support by supporting good stewardship of soil, water, air, and biodiversity.

**Approved: November 18, 2015**

## Land

- 6(1)** Any planning decision, such as,

- (a) Policy development,
- (b) Regulations or legislation, or,
- (c) Any processes for land use planning,

that may impact the rights of beef producers to use their land, or impacts the value of the land, requires consultation for adequate mitigation and compensation for the landowner.

**Approved: November 18, 2015**

- (2)** Any of the planning decision mentioned in (1) must have an appeal process for impacted producers.

**Approved: November 18, 2015**

## Resource Extraction

- 7(1)** Resource extraction, such as coal mining, must include consultation with local beef producers in a manner that allows

- (a) the landowners to understand potential impacts, and,
- (b) the company to gain more awareness for concerns to aid in mitigation and reclamation.

**Approved: November 22, 2023**

## Crown Land Grazing Dispositions

- 8(1)** Crown Land Grazing dispositions shall be kept a fundamental component of protecting rangelands and maintaining them in perpetuity for all Albertans.

**Approved: November 18, 2015**

- 
- (2) The renewal, and other administrative process associated with a disposition, shall have prompt processing as to not impede stewardship or the success of the producer's operation.

**Approved: November 22, 2023**

- (3) Holding the right to a lease contract makes a lease a real property asset with real value. The money paid for transfer of leases should reflect the market value of the rights to a lease.

**Approved: November 18, 2015**

- (4) To encourage outstanding stewardship of the land and increase the value of the land (and the associated lease contract) through investments made by the leaseholder in structures and improvements, disposition holders must/should be provided with security of tenure.

**Approved: November 22, 2023**

- (5) Any grazing lease rental rate and assignment fee framework shall be fair, defensible from a trade perspective, comparable to rental rates or royalties paid by other resource sectors, while encouraging stewardship of the land.

**Approved: November 18, 2015**

- (6) As established under the Surface Rights Act,

- (a) a grazing leaseholder, as the occupant of the Crown land under agricultural disposition, is entitled to compensation for the loss of use of the land, initial nuisance, inconvenience, noise, and adverse effects on the land around the disturbed area.
- (b) a leaseholder is not entitled to compensation for land value as the land is owned by the Crown. Compensation payments related to ownership of the land is to be paid to the Government of Alberta.

**Approved: November 18, 2015**

- (7) As maintenance of forage, disposition land, and water resources are key to the objective of environmental sustainability, any multiple use demands, such as resource extraction, recreation, forestry, etc., must not impede long-term sustainability.

**Approved: November 22, 2023**

- 
- (8) Any other uses, including recreation, allowed on disposed agricultural land should not compromise,

- (a) the grazing value,
- (b) the long-term sustainability, and,
- (c) the holder's ability to steward the land due to added cost or time.

**Approved: November 22, 2023**

### **Off Highway Vehicles on Road Allowances**

- 9(1) Off Highway Vehicles should be prohibited on undeveloped road allowances for recreational purposes as they,

- (a) burden adjacent landowners with weeds and erosion,
- (b) increase biosecurity risk, and,
- (c) increase linear disturbance on the landscape.

**Approved: November 22, 2023**

### **Water**

- 10(1) ABP supports the sound management and protection of water as the continued growth and development of Alberta's agriculture industry is dependant on a clean water supply.

**Approved: November 18, 2015**

- (2) The clear benefit of protecting surface water and groundwater quality must be balanced with considerations for the economic and social interest of Albertans.

**Approved: November 18, 2015**

- (3) Water legislation, regulations and policies must include consideration of

- (a) priorities and economics,
- (b) protection of historical water uses and users,
- (c) development of a flexible, transparent, and efficient system for water allocation transfers,
- (d) increased flexibility for agriculture uses, and,
- (e) exploration of all possible solutions to water supply challenges.

**Approved: November 18, 2015**

---

## Wildlife

- 11(1)** In order for wildlife management to be successful,
- (a) approaches should be varied across the province to account for regional differences in wildlife populations and agricultural production,
  - (b) governing bodies must work closely with producers and landowners to identify and rectify specific wildlife conflicts,
  - (c) individual producer wildlife conflicts need to be recognized as legitimate concerns and flexible mitigation tools need to be developed,
  - (d) enforcement by Fish and Wildlife Officers is essential for issues management and therefore, Officers need to be located within reasonable distance of farms, and,
  - (e) mitigation approaches require consultation with stakeholders for allocation of the resources.

**Approved: November 22, 2023**

- (2)** Beef producers should be compensated
- (a) for the goods and services, they provide to maintain wildlife and habitat,
  - (b) any livestock mistakenly killed by known or unknown persons, and/or,
  - (c) the financial losses caused by wildlife to crops, stored feed, and livestock.

**Approved: November 22, 2023**

- (3)** Although education and avoidance should be the first step, repeat problem predators causing human safety risks, continuous property damage, or confirmed livestock kills, should be managed via the provision of damage hunting permits to livestock producers.

**Approved: November 22, 2023**

- (4)** Biosecurity risks from wildlife need to be accounted for in wildlife management to limit impacts on industry, landowners, and rural communities. Wildlife and free-roaming bison should be managed to limit the disease risk of,
- (a) liver flukes,
  - (b) chronic wasting disease,

- (c) tuberculosis, and,
- (d) brucellosis.

**Approved: November 22, 2023**

- (5)** Bison are not considered a true endangered species as they are commonly farmed livestock.

**Approved: November 22, 2023**

- (6)** Wild boar are an introduced species that require rapid and swift action from all levels of government to achieve eradication.

**Approved: November 22, 2023**

- (7)** When making wildlife management decisions the government must recognize the inconvenience, biosecurity, fire risk, added time and financial expenses of allowing hunting, recreational access, or other activities on the land.

**Approved: November 22, 2023**

- (8)** To allow improve wildlife management the following actions should be implemented,
- (a) increasing the number of antlerless big game hunting tags in areas with highly dense populations,
  - (b) extending hunting seasons in areas of highly dense populations,
  - (c) providing landowners' special licenses for antlered mule deer, and,
  - (d) approving of Firearms Discharge Permits on legal hunting days.

**Approved: November 22, 2023**

## Agricultural Plastics

- 12(1)** Alberta requires an agricultural plastics recycling program and further recycling research to maximize environmental benefits and minimize danger to livestock.

**Approved: November 22, 2023**

---

## Ecological Goods and Services – Private Land Conservation

- 13(1)** Mechanisms that allow producers to financially, or otherwise, benefit from their management decisions that enhance carbon sequestration and storage, wildlife habitat and management, and water purification, are strongly encouraged.
- (2)** In order for private land conservation to be effective,
- (a) The use of private land conservation tools should be done in a manner that minimizes the negative impact, long-term and short, on the individual signing the agreement, neighbouring beef producers, the beef industry, broader agriculture and rural communities.
  - (b) Recognizing that landowners and funders both have their own desired outcomes, access and funding to a suite of tools is needed to accomplish the varied goals. These tools must include, but are not limited to,
    - (i) Annual or short-term payment for ecological goods and services, such as biodiversity indices, carbon, water purification,
    - (ii) Transferable development credits,
    - (iii) Term agreements and/or easements, and,
    - (iv) Perpetual easements.
  - (c) The value of any agreement must clearly state the service being sold and must establish a value through market-based metrics that includes long-term implications.
  - (d) To prevent government dollars from competing with local landowners, organizations and land trusts should never use government dollars, nor government-leveraged dollars, to purchase freehold, agricultural land.
- (3)** Private land conservation must adhere to the fundamental principles,
- (a) Landowners have the property right to sell their land, in whole or in part, as they see fit.
  - (b) It is a property right for landowners to make stewardship decisions for their land, which may impact the level ecological goods and services. Any requirement to change necessitates compensation.

**Approved: September 16, 2024**

---

## Research Policy

- 14(1)** Research is continuously required to strengthen the sustainability and competitiveness of the beef industry.

**Approved: November 22, 2023**

## Marketing and Education Policy

- 15(1)** The long-term sustainability and competitiveness of the beef industry is reliant on Alberta Beef Producers' ongoing promotion of Alberta Beef, the beef producers in Alberta, and the Alberta Beef brand. ABP shall focus on:
- (a) education on beef attributes, beef production, and beef safety.
  - (b) partnering with other organizations to ensure best use of producer's service charge money.
  - (c) effective communication about ABP's marketing and promotion efforts to beef producers and partners.
  - (d) continued promotion of the Alberta Beef brand.
  - (e) collaboration with other food organizations and commodity groups to educate and promote Alberta Beef to a larger and more diverse audience.

**Approved: July 10, 2014**

- (2)** Provincial governments should include agriculture and agricultural information, particularly related to the beef industry, in the junior and senior high education curriculum. Material should include:
- (a) nutritional benefits of beef,
  - (b) knowledge of animal husbandry, and,
  - (c) environmental benefits.

**Approved: July 10, 2014**

- (3)** Alberta Open Farm Days and Calgary Stampede are important events to participate in, and promote, to encourage greater public education about the beef industry.

**Approved: November 22, 2023**

- 
- (4) Digital marketing and high-profile social media influencers shall be part of ABP's communication strategy to target specific consumers.

Approved: November 22, 2023

### **Plant Based Protein Policy**

- 16(1) Plant-based, lab grown, and synthetic meats are not to be labelled as beef or meat.

Approved: November 22, 2023

### **Disease Outbreaks Policy**

- 17(1) Proactive prevention, preparedness, planning, and recovery approaches are to be emphasized to mitigate risks to animal welfare and trade.

Approved: November 22, 2023

- (2) ABP will work with CFIA and associated stakeholders to provide clear and effective emergency response protocols for producers, including for foot and mouth disease.

Approved: November 22, 2023

- (3) In cases of foreign animal disease outbreaks, there must be transparent, flexible, and timely business continuity measures for producers under quarantine to offset extraordinary operational and animal welfare costs.

Approved: November 22, 2023

- (4) Although salvage should be first pursued, compensation is required for stock that are culled to meet regulatory requirements.

Approved: November 22, 2023

- (5) Alberta needs additional diagnostic laboratory capacity and veterinary supports to be able to react promptly to an outbreak.

Approved: November 22, 2023

### **Welfare – Transportation of Livestock Policy**

- 18(1) Any livestock transportation policy should be informed by science and safeguard animal health and welfare.

Approved: November 22, 2023

---

### **Welfare – Pollutants Policy**

- 19(1) Air pollutants can negatively impact animal welfare. Therefore, governing bodies need to respond timely with corrective measures whenever air pollutants exceed approved safety measures, including in remote locations.

Approved: November 22, 2023

- (2) Orphan wells and abandoned wells must be expediently reclaimed to minimize the threat of livestock poisoning, and to prevent the landowner from having to maintain decommissioned infrastructure to avoid animal health issues.

Approved: November 22, 2023

### **Welfare – Animal Care Regulations Policy**

- 20(1) Development of regulations or guidelines concerning animal health and welfare must involve extensive industry consultation and collaboration.

Approved: November 22, 2023

### **Veterinary Shortage Policy**

- 21(1) A shortage in veterinarians threatens the long-term sustainability of the beef industry and therefore must be addressed by:

- (a) allowing veterinary assistants or registered veterinary technologists to expand their scope of practice.
- (b) increasing the number of veterinary positions with a production animal focus in veterinary colleges available to Alberta residents.
- (c) supporting opportunities to ensure production animal veterinarians trained in other jurisdictions can practice in Canada

Approved: November 22, 2023

### **Animal Health Products Policy**

- 22(1) Regulations pertaining to access to animal health products should be harmonized with other jurisdictions as to not impede the competitiveness of the Canadian beef industry in global markets.

Approved: November 22, 2023

- 
- (2) Producers require timely access to medically important animal health products, and strategies to ensure that access should be pursued, such as,
- (a) increasing Canada's manufacturing capacity
  - (b) harmonizing regulatory approaches and approvals amongst jurisdictions
  - (c) ensuring oversight of medically important animal health products is not unduly onerous

Approved: November 22, 2023

### Regulatory Burden Policy

- 23(1) As regulatory burden is a direct and indirect cost to industry, unnecessary government regulations that impede the cattle business should be eliminated. Examples are,
- (a) untimely or expensive regulatory requirements
  - (b) taxes, and,
  - (c) information demands.

Approved: July 10, 2014

### Traceability and Age Verification Policy

- 24(1) Traceability is important for the beef industry as it,
- (a) supports industry standards for commerce.
  - (b) enhances the competitive position of the industry,
  - (c) supports technology innovation, and,
  - (d) will improve tolerance ranges for tag readability and retention.

Approved: July 10, 2014

- (2) To protect each individual producer's property, information associated with traceability initiatives must be kept confidential.

Approved: July 10, 2014

- (3) Continued development of livestock identification indicator technology is required as tag retention and read efficiency must improve.

Approved: July 10, 2014

- 
- (4) Incorporating digital technology and functionality is required for manifests to support traceability.

Approved: July 10, 2014

### Biofuels and Bio Energy Policy

- 25(1) Renewable resources, such as, but not limited to, solar, wind, geothermal, and biogas generation, require robust regulation to protect beef producers and agricultural communities while providing renewable energy, specifically:
- (a) government policy should prioritize renewable initiatives that partner with compatible industries to prevent,
    - (i) land use conversion of agricultural land, and
    - (ii) undermining the ecosystem stewardship beef producers have with conserving rangelands.
  - (b) Government policy should prioritize renewable initiatives that recognize property rights so that affected parties and communities shall not be deprived of the ownership, use, economic value, or enjoyment of property, or of any right attached to property except by due process of law.
  - (c) in instances where the landowner is not the renewable developer,
    - (i) the disposition of renewable infrastructure at end of life and any associated land disturbance(s) needs to ensure adequate responsibility and/or penalties for developers failing to adequately restore land, and,
    - (ii) clear and transparent processes for appropriate contractual procedures and conflict resolution measures, including fair and timely compensation where the diminution of property rights or property value has occurred.

Approved: November 22, 2023

### Trade Disruption and Dispute Policy

- 26(1) ABP will retain funds restricted for use in beef trade disruption and beef trade dispute situations.

Approved: November 22, 2023

- (2) Restricted funds will be held in term investment accounts

Approved: November 22, 2023

- 
- (3) Funds will only be made available to support national efforts to reverse unfair beef trade disruptions and disputes.

Approved: November 22, 2023

### Organization Wrap-Up Policy

- 27(1) ABP will retain funds restricted for winddown in the event the organization is required to cease operations.

Approved: July 10, 2014

- (2) Funds will be sufficient to terminate operations, including fulfilling any contract obligations and terminating employment contracts with sufficient notice and compensation.

Approved: July 10, 2014

- (3) Restricted funds will be held in term investment accounts and will be available in the situation stated in 27(1).

Approved: July 10, 2014

### Rural Security Policy

- 28(1) As response times for illegal activity on farms is slow, sufficient penalties must be in place to deter trespassing and rural crime.

Approved: November 22, 2023

### Domestic Trade Policy

- 29(1) The regulations limiting interprovincial beef trade in Canada limit economic opportunities for producers and must be removed.

Approved: November 22, 2023

### International Trade Policy

- 30(1) Anti-dumping and countervail duties are an essential component of trade agreements as they ensure fair marketing of beef and livestock.

Approved: November 22, 2023

- (2) To allow efficient export of goods, export inspection for product shipped to the U.S. should take place at the federally inspected processing facilities, eliminating the need for re-inspection at border crossings.

---

### Specified Risk Material Policy

- 31(1) All Specified Risk Material (SRM) regulations should be harmonized with other jurisdictions, such as the USA, as to not disadvantage Canadian processors or producers.

Approved: November 22, 2023

### Access to Labour Policy

- 32(1) To address labour shortages incurred by beef producers, the industry requires access to foreign workers and labour support policies that,

- (a) expedite employment, and,
- (b) facilitate retention of skilled labourers.

Approved: November 22, 2023

### Market Transparency

- 33(1) Transparent access to timely and accurate livestock and feed market information is essential to government and producer decision making.

Approved: November 22, 2023

### Beef Processing

- 34(1) The economic viability of small abattoirs should be upheld by ensuring adequate economic supports and reducing regulatory burdens not essential to maintaining food safety requirements.

- (2) Producers require access to options for lawfully processing non-ambulatory animals to retain the market value of the animal, while respecting animal welfare and food safety.

Approved: November 22, 2023

## Part 3 – Governance Process

---

### Global Governance Process

- 1(1)** The board serves membership – the beef producers of Alberta – by sound delegation of its authority and leads the Alberta Beef Producers organization to achieve appropriate results for the appropriate people at an appropriate cost, as described in Part 2 – Policies and Priorities, while avoiding unacceptable actions and situations as described in Part 5 – Executive Limitations.

**Approved: July 10, 2014**

### Governing Style

- 2(1)** The Board will govern,
- (a) with an emphasis on being visionary rather than reactionary,
  - (b) by encouraging and embracing diverse viewpoints and opinion,
  - (c) with clarity in the delegation of authority and expectations,
  - (d) with unity by speaking with one voice publicly.

**Approved: July 10, 2014**

- (2)** The Board shall,
- (a) cultivate a sense of group responsibility,
  - (b) be responsible for excellence in governing,
  - (c) be an initiator of policy, and,
  - (d) use the expertise of individual members to enhance the ability of the Board to develop fulsome policy, rather than to accept individual judgments over the group's values.

**Approved: July 10, 2014**

- (3)** The Board shall,
- (a) Direct, control and inspire the organization through written policies reflecting the Board's values and perspectives.
  - (b) focus policy efforts on the intended long-term impacts on the organization, not on the administrative means of attaining those effects.

**Approved: July 10, 2014**

- (4)** The Board shall enforce discipline as needed to govern itself with excellence in matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring continued governance competence.

**Approved: July 10, 2014**

- (5)** The Board shall orient new Board members to the Board's governance process and periodically discuss process improvement.

**Approved: July 10, 2014**

- (6)** The Board shall not allow any member or committee of the Board to prevent the Board from fulfilling its commitments.

**Approved: July 10, 2014**

- (7)** The Board reserves the right to alter its governance process policies at any time, however, it will adhere to them scrupulously while in force.

**Approved: July 10, 2014**

### Focus of Board

- 3(1)** To ensure accountability to its membership and its effectiveness, the Board will emphasize work in specific areas to optimize organizational performance.

**Approved: July 10, 2014**

- (2)** The Board will concentrate its efforts on the following areas,
- (a) the link between the organization and the members,
  - (b) written governing policies and priorities,
  - (c) monitoring and observing the performance of the organization as outlined in policies on Board – GM Relationship.

**Approved: July 10, 2014**

- (3)** Policy and priority documents should address,
- (a) the benefits the organization is to achieve, for which people, at what cost,

- 
- (b) constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place,
  - (c) how the Board conceives, performs, and monitors its own tasks, and,
  - (d) how power is delegated and its proper use monitored, the GM role, authority, and accountability.

**Approved: July 10, 2014**

- (4)** The Board will be mindful of succession by
  - (a) retaining enough experienced directors, while providing opportunity for new directions, and,
  - (b) ensuring the director elected as Chair should have experience on the Executive and the most appropriate length of time in the Chair position is two years.

**Approved: July 10, 2014**

## **Role of Chair**

### **4(1)** The Chair shall

- (a) assure the integrity of the Board's process, and,
- (b) represent the Board to outside parties.

**Approved: July 10, 2014**

- (2)** The Chair is the only Board member authorized to speak for the Board unless
  - (a) the delegate is simply reporting Board decisions, or,
  - (b) specifically authorized instances.

**Approved: July 10, 2014**

- (3)** The Chair will be responsible for,
  - (a) guiding the Board to behave consistently with its own rules, and those legitimately imposed upon it from outside the organization,
  - (b) ensuring meeting content will only include those issues, which, according to Board policy, clearly belong to the Board to decide or monitor.

- 
- (c) avoiding information which is outside the focus of the Board as established in Section 4 or minimize this content to an information note.
  - (d) ensuring deliberation is timely, fair, orderly, and thorough, but also efficient and on topic.
  - (e) following Robert's Rules of Order as the procedural authority in case of dispute.

**Approved: July 10, 2014**

- (4)** The Chair has authority to interpret Board policies on Governance Process and Board-GM Relationship, except for,
  - (a) employment or termination of a GM, and,
  - (b) instances where the Board specifically delegates portions of this authority to others.

**Approved: July 10, 2014**

- (5)** The Chair is empowered to chair Board meetings with all the commonly accepted power of that position, such as, ruling and recognizing.

**Approved: July 10, 2014**

- (6)** The Chair has no authority to make decisions about policies created by the Board within Policy and Priorities and Executive Limitations policy areas. The Chair has no authority to supervise or direct the GM.

**Approved: July 10, 2014**

- (7)** The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating the Chair's interpretations within the area delegated to the Chair pursuant to policies in Global Governance Process and Board-GM Relationship.

**Approved: July 10, 2014**

- (8)** The Chair may delegate these authorities and responsibilities but remains accountable for its use.

**Approved: July 10, 2014**

---

## Board Travel and Expenses

- 5(1)** Legitimate expenses incurred during performance of Board duties will be reimbursed as per the appropriate rules and guidelines established by the organization.

**Approved: July 10, 2014**

## Board Committee Principles

- 6(1)** Board Committees will be assigned to help the Board fulfill its duties, and never to interfere with delegation from Board to the GM.

**Approved: July 10, 2014**

- (2)** Committees will assist the Board by providing policy advice and implications for Board deliberation.

**Approved: July 10, 2014**

- (3)** Board Committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the GM.

**Approved: July 10, 2014**

- (4)** In relation to the staff Board Committees,

- (a) are never to help or advise the staff unless otherwise approved by the Board.
- (b) in keeping with the Board's broader focus, Board Committees will normally not have direct dealings with current staff operations.
- (c) cannot exercise authority over staff.

**Approved: July 10, 2014**

- (5)** As the GM works for the full Board, they will not be required to obtain approval from a Board Committee before taking any action, except where the Committee has been delegated specific authority to act on behalf of the Board.

**Approved: July 10, 2014**

- (6)** A Board Committee must not monitor organizational performance in a given area that the same Committee has assisted the Board in policy development in order to prevent a Committee from identifying with a part of the organization rather than the whole. The Board retains all responsibility and authority to monitor organizational performance.

**Approved: July 10, 2014**

- (7)** All Committee members shall abide by the same Code of Conduct that governs the Board.

**Approved: July 10, 2014**

## Board Committee Structure

- 7(1)** A committee is a Board Committee only if its existence and charge come from the Board, regardless of whether Board members sit on the Committee.

**Approved: July 10, 2014**

- (2)** Unless otherwise stated, a Board Committee ceases to exist as soon as its task is complete.

**Approved: July 10, 2014**

- (3)** Board Committees and their mandates are as follows:

- (a) GM Annual Performance Review Committee

- (i) Membership shall consist of the Chair, Vice Chair, Finance Chair, and Governance Committee Chair.

- (ii) The committee shall collaborate with the current GM to develop a process of performance review and bring recommendation(s) back to the Board regarding GM evaluation and associated remuneration.

- (b) Governance Committee

- (i) The committee shall collaborate with the GM to develop policy and advise the board in areas of governance, best practices and the roles and responsibility of the board, executive, committees, delegates and management.

---

(c) Audit Committee

- (i) The committee shall collaborate with the GM to ensure the finances of ABP are dealt with in appropriate, legal manner.

(d) Issues Management Committee

- (i) The committee shall work with designated staff to act as a clearing house for producer and cattle industry issues brought to the attention of the commission and provide recommendations on resolutions to the board.

(e) Research Committee

- (i) The committee will work with a designated staff members to decide how research funding shall be allocated

Approved: November 22, 2023

### Board Committee Expenses

- 8(1)** Legitimate expenses incurred during performance of duties for Committees and working groups that have been formed by the Board, will be reimbursed as per the appropriate rules and guidelines established by the organization.

Approved: April 21, 2016

### Code of Conduct

- 9(1)** All Board members, delegates, and anyone designated to represent the organization will be required to follow the organization's Code of Conduct.

Approved: (existing)

- (2)** To be eligible to serve as a Board Member or serve on one of the Board's Committees, delegates will review and execute the Code of Conduct and Conflict of Interest Protocols on an annual basis.

Approved: (existing)

### Investment in Governance

- 10(1)** The Board will invest in its governance capacity to avoid any losses contributed to poor governance by providing,

- (a) candidates for the Board with information that defines the role of the Board, the necessary qualifications, and the expectations of Board members,

- (b) new Board members a complete orientation to ensure familiarity with the organization's issues and structure, and the Board's process of governance.

- (c) Existing board members with opportunities for continued education, skill development, and new perspectives on issues to enhance their governance capabilities.

Approved: February 18, 2015

- (2)** The Board will hire outside monitoring assistance to allow the Board to exercise sufficient control over organizational performance. This includes, but is not limited to, fiscal audit.

Approved: February 18, 2015

- (3)** The Board will establish and be accountable for an annual budget for its own governance functions, which shall include, in addition to the costs of Board and Board Committee meetings, funds for:

- (a) Board Member attendance at conferences and conventions.  
(b) Improvement of its governance function.  
(c) Costs of fiscal audit and any other outside monitoring assistance required.  
(d) Costs of methods such as focus groups and surveys to ensure the ability of the Board to listen to member viewpoints and values.

Approved: February 18, 2015

- (4)** The Board will establish a governance action plan that will serve as measurable standards against which the Board's performance can be evaluated.

Approved: February 18, 2015

- (5)** A least once per year, the Chair will lead the Board to conduct a self-evaluation. As a result of this evaluation, the Board will include in its governance action plan specific goals and objectives for improvement of identified areas.

Approved: February 18, 2015

- (6) The Board, through its Governance Committee, will monitor its adherence to its own governance policies regularly. However,
- (a) Upon the choice of the Board, any policy can be monitored at any time, and,
  - (b) at minimum, the Board will review the policies, and monitor its own adherence, according to the following schedule:

|   |        |
|---|--------|
| S. 2-1 Global Governance Process Policy | Annual |
| S. 2-2 Governing Style                  | Annual |
| S. 2-3 Focus of the Board               | Annual |
| S. 2-4 Chairman's Role                  | Annual |
| S. 2-5 Board Travel and Expenses        | Annual |
| S. 2-6 Board Committee Principles       | Annual |
| S. 2-7 Board Committee Structure        | Annual |
| S. 2-5 Board and Committee Expenses     | Annual |
| S. 2-8 Code of Conduct                  | Annual |
| S. 2-10 Investment in Governance        | Annual |

#### **Board Delegation of Authority**

|   |        |
|---|--------|
| S. 3-1 Global Board-GM Relationship               | Annual |
| S. 3-2 Unity of Control                           | Annual |
| S. 3-3 Accountability of the GM                   | Annual |
| S. 3-4 Delegation to the GM                       | Annual |
| S. 3-5 Monitoring and Observing Performance of GM | Annual |

**Approved: February 18, 2015**

#### **Policy Updates**

- 11(1)** To update the Alberta Beef Producers' Policy Manual,
- (a) The board will provide approval for any policy to be added to, removed from, or amended in the manual,
  - (b) The Governance Committee will review any policy changes to ensure they are developed and ready for board approval, and,
  - (c) Policy shifts can be drafted at the Committee or board level, however, policy drafted by a committee shall be submitted to the Governance Committee for review.

**Approved: November 22, 2023**

## **Part 4 – Board Management Delegation**

### **Global Board – GM Relationship**

- 1(1)** The sole connection of the board to the operational organization, its achievements and conduct will be through a General Manager, titled GM.

**Approved: July 10, 2014**

### **Unity of Control**

- 2(1)** Only decisions of the Board acting as a body are binding on the GM. Accordingly:
- (a) direction by individual Board members, Executive, or Committees are not binding on the GM unless the Board has specifically authorized such authority.
  - (b) The GM may refuse requests from board members or Committees if they do not have Board authorization.
  - (c) Only the board acting as a body can employ, terminate, discipline, or change the conditions of employment of the GM.
  - (d) Following a resolution of the full Board, any changes in compensation to the GM shall be communicated through a letter documented and signed by the Chair and placed in the GM's personnel file.

**Approved: July 10, 2014**

### **Accountability of the GM**

- 3(1)** The GM is responsible for,
- (a) maintaining the sole link with the Board,
  - (b) management of staff, and,
  - (c) upholding accountability to the Board for policy and strategic achievements of the organization while conforming to the provisions of Part 5 – Executive Limitations.

**Approved: July 10, 2014**

- (2)** The staff of the organization are solely accountable to the GM. Accordingly, the Board will,
- (a) not give instructions to persons who report directly or indirectly to the GM, or,

---

(b) refrain from evaluating, either formally or informally, any staff other than the GM.

**Approved: July 10, 2014**

### **Delegation to the GM**

**4(1)** To allow the GM to be successful, the Board will provide written instruction on,

- (a) policies and priorities, and,
- (b) situations and actions to be avoided.

**Approved: July 10, 2014**

**(2)** The Board will systematically develop a document titled Policies and Priorities from the broadest, most general level to more defined levels, that allow the GM to achieve measurable results, at a specified cost.

**Approved: July 10, 2014**

**(3)** The board will develop Executive Limitations policies that describe the limitations and restrictions the GM must follow to achieve the organization's policies and priorities.

**Approved: July 10, 2014**

**(4)** The GM is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities, if, the GM adheres to the Board's Policies and Priorities and Executive Limitations policies.

**Approved: July 10, 2014**

**(5)** The Board may change the Policies and Priorities and Executive Limitations policies, changing the instructions and directions to the GM.

**Approved: July 10, 2014**

**(6)** The Board will respect and support the GM's choice if policies are in place.

**Approved: July 10, 2014**

---

**(7)** The Board may obtain information from the GM to better understand policy implementation, except for confidential data.

**Approved: July 10, 2014**

### **Monitoring and Observing Performance of GM**

**5(1)** Observation of the job performance of GM will be assessed based on expected job outputs, including, accomplishing the Policies and Priorities.

**Approved: July 10, 2014**

**(2)** The time the Board spends on assessment of the GM shall be intentionally minimized to allow the Board to be forward facing.

**Approved: July 10, 2014**

**(3)** The success of the GM executing a specific policy will be presented in one or more of three ways:

- (a) the GM providing an internal report to the Board.
- (b) an external report by a Board-selected external auditor, inspector, or judge, which only assesses policies of the Board, not of the external party, unless stated otherwise.
- (c) After proper notification has been given to the GM, the Board may inspect documents, activities or circumstances that determines compliance.

**(4)** The GM will not be deemed non-compliant with a policy simply due to a difference of interpretation between the GM and the Board regarding the policy. The Board will consider any logical and justifiable interpretation of policy by the GM as compliant.

**Approved: July 10, 2014**

**(5)** Conflicts of interpretation of policy between the GM and the Board shall be resolved first by good faith discussions and, if need be, by amendment to the policy in question clarifying the intention of the Board for the policy.

**Approved: July 10, 2014**

**(6)** Any policy can be observed or monitored by the Board by any of the above methods at any time.

**Approved: July 10, 2014**

- 
- (7)** The Board shall determine the frequency and method to consistently monitor Board Policies and Priorities and each Executive Limitations policy.

**Approved: July 10, 2014**

- (8)** The Board will formally evaluate the GM,
- (a) during the first meeting of the fiscal year;
  - (b) based on the achievement of the Board's Policies and Priorities while adhering to the Executive Limitations policies;
  - (c) by assessing the regular monitoring data provided during the year, the Board's recorded acceptance of the reports described in S. 16(3) and identifying performance trends evidenced by that data.

**Approved: July 10, 2014**

### **Fiscal Accountability**

- 6(1)** Management will ensure that processes and procedures are in place to collect, receive, disburse, and track funds that are remitted to the organization.

**Approved: July 10, 2014**

### **Protection of Assets**

- 7(1)** Management will ensure that processes and procedures are in place to protect the capital assets, records, and documents of the organization.

**Approved: July 10, 2014**

### **Staff Resources**

- 8(1)** Management will ensure that the organization has sufficient staff resources to meet the operational requirements established by the strategic plan and Board policies.

**Approved: July 10, 2014**

---

### **Personnel Policies and Procedures**

- 9(1)** Management will ensure that the organization has prepared and documented appropriate policies and procedures dealing with staff job descriptions, contracts, compensation, benefits, performance reviews, health and safety, and professional development.

**Approved: July 10, 2014**

### **Reporting and Communications**

- 10(1)** Management will ensure that the organization has policies and programs that enable the organization to communicate effectively with producers, strategic partners, and the public.

**Approved: July 10, 2014**

### **Information Transfer (IT)**

- 11(1)** Management will ensure that processes and procedures are in place to provide a secure IT environment under which the organization's business may be conducted.

**Approved: July 10, 2014**

### **Compliance**

- 12(1)** Management will ensure that the operations of the organization are in compliance with the policies, procedures, and practices established by the Board of Directors

**Approved: July 10, 2014**

## Part 5 – Executive Limitations Policy

---

### Global Executive Limitations

- 1(1)** Management will ensure that the organization operates within applicable laws, regulations, and abides by the ethical and moral standards as outlined by the Board.

Approved: July 10, 2014

### Strategic Plan and Operations

- 2(1)** Management will ensure that the operations of the organization occur within the limits of the strategic plan established by the Board.

Approved: July 10, 2014

### Financial Operations

- 3(1)** Management will ensure that the financial transactions of the organization, including recognition of revenue, disbursement of expenditures, and investments, occur within the limits of the financial policies and budget approved by the Board of Directors.

Approved: July 10, 2014

### Fiscal Accountability

- 4(1)** Management will ensure that accounting practices adhere to the Generally Accepted Accounting Principles (GAAP) Standard

Approved: July 10, 2014

### Internal Communication

- 5(1)** Management will ensure that processes and procedures are in place to enable effective communication of the organization's actions, performance, and financial status to the Board.

Approved: July 10, 2014

### Emergency Executive Director Succession

- 6(1)** Management will ensure that a plan for continued operations in a sudden and unexpected absence of the GM is prepared, documented, and safely stored.

Approved: July 10, 2014

## Appendix 1

---

Canadian Cattle Association (CCA)  
Beef Cattle Research Council  
Canada Beef  
Alberta Farm Animal Care (AFAC)  
Canadian Roundtable for Sustainable Beef (CRSB)  
Canfax  
Alberta Forage Industry Network  
Cows & Fish  
Western Crop Innovations

Approved: December 18, 2024

## Appendix 2

---

Western Stock Growers Association (WSGA)  
Canadian Young Cattle Council (YCC)  
Canadian Cattle Youth Council  
Alberta Cattle Feeders Association (ACFA)  
Canadian Beef Breeds Council  
Colleges and Universities  
Applied Research Associations

Approved: November 22, 2023

## Appendix 3

---

Results Driven Agricultural Research (RDAR)  
Agriculture and Agri-Food Canada  
Saskatchewan Agriculture Development Fund  
Alberta Agricultural Products Marketing Council (Marketing Council)  
Agriculture Financial Services Corporation (AFSC)

Approved: November 22, 2023

